

## Book Review...Greater Than Yourself

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Greater Than Yourself by Steve Farber is an engaging business fable that redefines leadership and challenges us to “Expand yourself, give yourself, and replicate yourself” through an extreme model of self-improvement and mentoring. Traditional mentoring is valuable and encouraged. However, the model of mentoring advocated by Farber is different. It is a very purposeful identification of someone that you commit to in a manner much deeper than traditional mentoring.

*You have to understand to the very core of your being that relationship is not a zero sum game. Your heart has to be big enough to care about another's hopes and dreams at least as much as you care about your own. And you have to be getting better and better, more competent, smarter, more experienced, more connected to others all the time.*

This model of mentoring links mentoring to legacy. One can “philanthropize your life” by giving of yourself to another – your expertise, your insights, your connections, your commitment.

Leaders typically consider themselves mentors of others, and Farber ups the ante when he redefines leadership with heart as, “Real leadership...is an extreme act rooted in love and motivated by a desire to create a better world – whether it's the world of your company, team, neighborhood, or family.” So, once one has completed the pre-steps necessary in this model, selecting a mentee means finding someone that you deeply believe in, “...with a combination of potential, desire, work ethic, drive, and heart.” And part of the contract is a commitment for your mentee to commit to pay it forward as well so that the virtuous cycle can continue.

This is a fun and easy read. If you enjoy music, mysteries, leadership or self-improvement, pick up this book and let me know what you think after you read it.

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## Study Connects Work-Life Balance, Burnout and Safety Culture

Healthcare is approaching a tipping point as burnout and dissatisfaction with work-life integration in healthcare workers continue to increase. Addressing work-life integration issues is crucial, as poor work-life integration has been linked to higher levels of burnout and patient safety risk, according to original research published in *BMJ Quality & Safety*.

Cross-sectional survey study was completed in 2016 and included more than 10,600 healthcare workers across 440 work settings within seven entities of a large academic healthcare system. Researchers created a work-life climate scale to assess the frequency of behaviors such as skipping meals, taking breaks and changing personal plans for work among healthcare professionals.

The study found that work-life climate was strongly associated with personal burnout and burnout climate, which describes how often professionals see signs of emotional exhaustion in their colleagues.

“Burnout has implications for patients, the individual healthcare worker and their families, and is linked to lower perceptions of safety culture, increased medical errors and lower quality care,” according to the study. “Targeting [work-life integration] behaviors may provide tangible interventions at the work setting level that reduce burnout.”

In addition to lower burnout, quartile analyses of the results revealed higher work-life climate scores were associated with better teamwork and patient safety norms, better leadership and increased readiness for quality improvement.

“Improving this climate should be a strategic priority for leaders interested in building capacity and resilience in their workforce,” wrote the study authors. “Improving [work-life integration] is likely to improve healthcare worker’s quality of life, organizational outcomes and, ultimately, quality of care for patients.”

—Adapted from “[Work-life balance behaviours cluster in work settings and relate to burnout and safety culture: a cross-sectional survey analysis](#),” by Stephanie P. Schwartz, Kathryn C. Adair, Jonathan Bae, et al., *BMJ Quality & Safety*, Oct. 11, 2018.